

CORPORATE TURNAROUND STRATEGIES AND BUSINESS  
PERFORMANCE: THE EFFECT OF SIZE AND  
GOVERNMENT ASSISTANCE ON  
THE MANUFACTURING  
COMPANIES

by

TENGKU MOHAMMAD KHAIRAL ABDULLAH

Thesis Submitted to the Graduate School of Business, College of  
Business, Universiti Utara Malaysia in Fulfillment of the  
Requirement for the Degree of Doctor of Philosophy

2011



**Kolej Perniagaan**  
(College of Business)  
**Universiti Utara Malaysia**

**PERAKUAN KERJA TESIS / DISERTASI**  
(Certification of thesis / dissertation)

Kami, yang bertandatangan, memperakukan bahawa  
(We, the undersigned, certify that)

**TENGKU MOHD KHAIRAL ABD TENGKU HARIS**

calon untuk Ijazah  
(candidate for the degree of)

**DOKTOR FALSAFAH (Ph.D)**

telah mengemukakan tesis / disertasi yang bertajuk:  
(has presented his/her thesis / dissertation of the following title):

**CORPORATE TURNAROUND STRATEGIES AND BUSINESS PERFORMANCE: THE  
EFFECT OF SIZE AND GOVERNMENT ASSISTANCE ON THE MANUFACTURING  
COMPANIES**

seperti yang tercatat di muka surat tajuk dan kulit tesis / disertasi.  
(as it appears on the title page and front cover of the thesis / dissertation).

Bahawa tesis/disertasi tersebut boleh diterima dari segi bentuk serta kandungan dan meliputi bidang ilmu dengan memuaskan, sebagaimana yang ditunjukkan oleh calon dalam ujian lisan yang diadakan pada : **24 Oktober 2010**

*That the said thesis/dissertation is acceptable in form and content and displays a satisfactory knowledge of the field of study as demonstrated by the candidate through an oral examination held on: 24 October 2010*

Pengerusi Viva : **Prof. Dr. Rosli Mahmood**  
(Chairman for Viva)

Tandatangan  
(Signature)

Pemeriksa Luar : **Prof. Dr. Juhary Hj. Ali**  
(External Examiner)

Tandatangan  
(Signature)

Pemeriksa Dalam : **Assoc. Prof. Dr. Hamzah Dato' Abdul Rahman**  
(Internal Examiner)

Tandatangan  
(Signature)

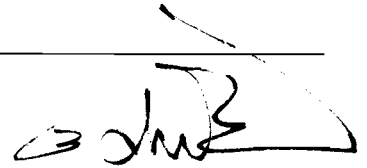
Tarikh: **24 Oktober 2010**  
(Date)

Pelajar  
(Name of Student) : Tengku Mohd Khairal Abd Tengku Haris

Tajuk Tesis  
(Title of the Thesis) : Corporate Turnaround Strategies and Business Performance: The Effect of Size and Government Assistance on the Manufacturing Companies

Program Pengajian  
(Programme of Study) : Doktor Falsafah (Ph.D)

Nama Penyelia/Penyelia-penyelia  
(Name of Supervisor/Supervisors) : Assoc. Prof. Dr. Zolkafli Hussin



Tandatangan  
(Signature)

## **PERMISSION TO USE**

This thesis is presented in the fulfillment of the requirements for the degree of Doctor of Philosophy from College of Business, Universiti Utara Malaysia. The author agrees that the University Library may make it freely available for reference. The author also agrees that permission for copying of this thesis in any manner, in whole or in part, for scholarly purposes may be granted by the author consent or, by the consent of the supervisor or in his absence, by the Dean of Graduate School, College of Business. It is understood that any copying or publication or use of this thesis or parts thereof for financial gain shall not be allowed without written permission from the author. It is also understood that due recognition shall be given to the author and to Universiti Utara Malaysia for any scholarly use which may be made of any material from this thesis.

Requests for permission to copy or to make other use of materials in this thesis, in whole or in part, should be addressed to:

**Dean of Graduate School  
College of Business, Universiti Utara Malaysia  
06010 UUM Sintok, Kedah darul Aman**

## ABSTRAK

*Literatur berkenaan dengan penyihatan syarikat telah banyak berkembang sejak empat dekad yang lepas. Namun begitu masih banyak pertanyaan – pertanyaan berkenaan subjek tersebut yang masih lagi belum boleh dijawab, masih banyak kritik dan percanggahan dalam literatur terkini, dan masih banyak lompang teoritikal maupun empirical yang masih lagi belum boleh diterokai terutamanya berkenaan dengan kajian di negara – negara membangun. Objektif kajian ini adalah untuk memberikan sedikit sumbangan penyelidikan dalam bentuk konten dan konteks penyihatan syarikat. Thesis ini mengkaji tujuh jenis strategi penyihatan firma dan dua pemboleh ubah kontekstual serta hubungannya dengan pencapaian perniagaan. Sebanyak 124 syarikat perkilangan di Sumatera Utara, Indonesia telah dijadikan sampel dalam kajian ini. Kajian ini mendapati bahwa tiga strategi yang signifikan dalam meningkatkan pencapaian firma dalam konteks penyihatan syarikat adalah pengstrukturkan semula hutang, pengurangan aset operasi dan juga pemilihan pasaran yang baik. Kajian ini juga mendapati bahwa saiz syarikat dan bantuan Kerajaan boleh bertindak sebagai moderator keatas hubungan diantara strategi dan pencapaian syarikat.*

## ABSTRACT

*The literature on Corporate Turnaround has grown tremendously over the past four decades. However there are still many questions remain unanswered in regards to the concept of Corporate Turnaround. There are many conflicting results on the existing literature and many theoretical as well as empirical gaps, especially in respect to the turnaround research in developing countries, were still left unexplored. The objective of the thesis is to shed some light in the aspect of content and context of turnaround research. This thesis examined seven Strategy-related Factors and two Non-strategy Contextual Factors in light of their influence towards Business Performance in the context of Corporate Turnaround. The data was collected from 124 private manufacturing companies in North Sumatera, Indonesia. This research found that Debt Restructuring, Changes in Market Entry and Operating-Asset Reduction Strategy were three among seven Strategy-related Factors that contribute significantly towards Business Performance of Turnaround Companies. The study also found that Company Size and Government Assistance do moderate the relationship between Strategy-related Factors and Business Performance.*

## **PENGHARGAAN**

Alhamdulillah Robbil Alamin, segala puji dan syukur kehadiran ALLAH SWT, atas ijin dan karuniaNya maka thesis ini dapat disiapkan penulisannya. Shalawat dan Salam keatas junjungan Nabi Besar Rasulullah Muhammad SAW, yang telah membawa petunjuk dan ajaran yang baik untuk ummat manusia dan semoga kita diperkenankan mendapatkan syafaatnya kelak di Yaumul Mahsr.

Saya ingin mengucapkan terima kasih yang sedalam-dalamnya kepada kedua orang tua saya yang telah begitu banyak memberikan dukungan moral dan spiritual dalam usaha menyiapkan thesis ini. Setinggi – tinggi penghargaan dan terima kasih saya kepada penyelia saya, Prof. Madya Dr. Zolkafli Husin, yang hanya atas bimbingannya, kesabarannya dan keyakinannya, Alhamdulillah thesis ini dapat disiapkan. Alhamdulillah, penulis telah diberikan kesempatan untuk belajar sangat banyak dari beliau, yang bukan sekedar pensyarah, namun seorang pendidik dengan kualiti yang sangat jarang dijumpai.

Saya juga ingin mengucapkan terima kasih keatas adik – adik saya, Ebby, Heidy, Kiki, Andi, Edwin dan Dedek atas dukungan moral dan spiritual yang telah mereka berikan selama ini. Saya juga ingin mengucapkan jutaan terima kasih kepada Om dan Tante saya, Alm. Wak Ende, Walang dan juga Uchu yang telah sangat banyak membantu saya sejak dari peringkat pendidikan Ijazah hinggalah sekarang ini. Hanya ALLAH SWT saja lah yang mampu membalasnya.

Ucapan jutaan terima kasih juga saya ucapkan kepada sepupu – sepupu saya Bang Rahman, Kak Dedek, Bang Fadhil, Kak Yus, Bang Acha dan Kak Lina, atas segala dukungan yang telah mereka berikan baik secara moral maupun material bagi penyiapan thesis ini. Tidak lupa ingin saya ucapkan jutaan terima kasih kepada Pak Margono dan keluarga, begitu juga dengan bang Win sekeluarga yang telah sangat banyak membantu saya melalui pengajaran – pengajarannya, begitu juga dengan

dukungannya terutamanya ketika ‘semangat’ pun bagaikan pasir ditapak tangan. Hanya ALLAH SWT saja lah yang mampu membalas budi baik mereka.

Jutaan terima kasih juga ingin saya junjungkan kebawah Duli Yang Mulia, Sultan Langkat, Tengku Azwar Aziz, atas perkenan Tuanku maka proses pengambilan data untuk thesis ini, Alhamdulillah dapat dilaksanakan dengan baik. Jutaan terima kasih juga saya ucapkan kepada Pak Hasbi dan juga terutamanya Pak Fitra yang telah sangat banyak membantu proses pengutipan data di Deperindag. Saya juga ingin mengucapkan terima kasih sedalam – dalamnya kepada sepupu saya Tengku Amiliza, yang mana hanya atas bantuannya, data – data keuangan yang diperlukan, Alhamdulillah dapat diperolehi.

Untuk semua teman – teman saya, Pak Donny yang tidak pernah bosan untuk memberikan bantuannya kapan saja, Ibrahim dan Ilyas yang merupakan teman bertukar pendapat, dan khusus untuk Chee Wei Ming teman seperjuangan yang telah sangat banyak membantu saya dalam proses pembelajaran selama di UUM ini, saya dengan rendah hati sangat – sangat berterima kasih atas segalanya. Kalian semua adalah saudara kepada saya. Untuk semua yang telah banyak membantu saya selama saya di UUM, saya ingin mengucapkan terima kasih saya yang sebesar – besarnya. Hanya ALLAH SWT sajalah yang dapat membalaskan jasa baik kalian semua.

Sesungguhnya, ilmu yang kita perolehi hanyalah sebatas mana yang ALLAH buka kan kepada kita. Semoga ilmu ini bisa bermanfaat untuk kita semua. Akhiru kalam, kalo boleh saya kutip perkataan dari penyelia saya “...it has been a journey ya”...yang kemudiannya saya tutup dengan “...Alhamdulillah, it has been a blessing Prof’.



## TABLE OF CONTENT

PERMISSION TO USE	iii
ABSTRAK	iv
ABSTRACT	v
PENGHARGAAN	vi
TABLE OF CONTENT	viii
LIST OF TABLES	xiii
LIST OF FIGURES	xvii
LIST OF ABBREVIATIONS	xviii

### I INTRODUCTION

1.1. Background	1
1.2. Research Issues	4
1.3. Theoretical Gap	20
5.33. The Problem Statement and Research Questions	22
1.5. The Objectives of the Research	24
1.6. The Significance of the Study	25
1.7. Limitation on the Scope of the Study	26
1.8. Conclusion	28

### II THEORETICAL FOUNDATION

2.1. The Concept and Definition of Corporate Turnaround	29
2.2. Strategic Management's School of Thought Relating to Corporate Turnaround	37
2.2.1. The Entrepreneurial School	38
2.2.2. The Learning School	42
2.2.3. The Environmental School	45
2.3. The Underlying Theories	48

2.3.1. The Profit Maximization Theory of the Firm	50
2.3.2. The Survival-based Theory	55
2.3.3. The Contingency Theory	60
2.4. Conclusion	67

### **III LITERATURE REVIEW and THE CONCEPTUAL FRAMEWORK**

3.1. Introduction	69
3.2. The Concept of Business Performance	71
3.3. Strategy-related Factors	76
3.3.1. The Concept of Debt Restructuring Strategy	77
1.4.1. The Concept of Operational–Efficiency Strategies	81
3.3.2.1. Cost Reduction Strategy	84
3.3.2.2. Operating-Asset Reduction Strategy	88
3.3.3. The Concept of Portfolio-Asset Restructuring Strategies	89
3.3.3.1. Portfolio-Asset Divestment Strategy	94
3.3.3.2. Portfolio-Asset Investment Strategy	96
3.3.4. The Concept of Product-Market Refocusing Strategy	98
3.3.4.1. The Changes in Product Offering Strategy	101
3.3.4.2. The Changes in Market Entry Strategy	102
3.4. The Factor of Company Size	106
3.5. The Factor of Government Assistance	108
3.6. The Conceptual Framework and Summary of the Hypotheses	115
3.7. Conclusion	119

### **IV. RESEARCH METHOD**

4.1. Introduction	121
4.2. Research Setting and Design	121
4.3. Procedure of Sampling Method	123
4.3.1. Sampling Frame	127
4.3.2. Respondents	129
4.4. Questionnaire Design	131

4.5.	Method of Data Collection	133
4.6.	Measurement and Operationalization of the Variables	134
4.6.1.	Operationalization of the Dependent Variable	135
4.6.2.	Operationalization of the Debt Restructuring Strategy	139
4.6.3.	Operationalization of the Operational- Efficiency Strategy	141
4.6.3.1.	Operationalization of Cost Reduction Strategy	143
4.6.3.2.	Operationalization of Operating-Asset Reduction Strategy	144
5.33.1.	Operationalization of Portfolios-Asset Restructuring Strategies	146
4.6.4.1.	Operationalization of Portfolio-Asset Divestment Strategy	147
4.6.4.2.	Operationalization of Portfolio-Asset Investment Strategy	148
4.6.5.	Operationalization of Product-Market Refocusing Strategy	150
4.6.5.1.	Operationalization of Changes in Product Offering Strategy	150
4.6.5.2.	Operationalization of Changes in Market Entry Strategy	152
4.6.6.	Operationalization of the Factor of Company Size	153
4.6.7.	Operationalization of the Factor of Government Assistance	155
4.7.	The Proposed Method of Data Analysis	158
4.7.1.	The Validity and Reliability Analysis	158
4.7.2.	Descriptive Analysis	162
4.7.3.	The Analysis of Variance (ANOVA)	165
4.7.4.	The Analysis of Correlation	166
4.7.5.	The Analysis of Multiple Regression	167
4.8.	Conclusion	171
<b>V.</b>	<b>ANALYSIS AND FINDINGS</b>	
5.1.	Introduction	172
5.2.	Characteristics of the Sample	173

5.2.1. The Profile of the Respondents	175
5.2.2. The Profile of the Companies	178
5.3. The Test of Response Bias	181
5.4. The Test of Validity and Reliability of the Instruments	182
5.4.1. The Face (Content) Validity	182
5.4.2. The Construct Validity and Reliability Analysis	184
5.5. The Analysis of Outliers	199
5.6. The Tests of Multivariate Assumptions	203
5.6.1. Assumptions of Normality	203
5.6.2. Assumptions of Linearity	207
5.6.3. Assumption of Homoscedasticity	208
5.6.4. Assumption of Multicollinearity	210
5.7. Descriptive Analysis	212
5.8. The Analysis of Variance	217
5.9. The Analysis of Correlation	219
5.10. Hypothesis Testing	223
5.10.1. The Hypotheses Considering the Relationship between Strategy-related Factors and Business Performance	223
5.10.2. The Hypotheses Considering Company Size as the Moderating Variable	232
5.33.1. The Hypotheses Considering Government Assistance as the Moderating Variable	245
5.11. Conclusion	258

## **VI. DISCUSSION AND CONCLUSION**

6.1. Introduction	260
6.2. Summary of Research Findings	260
6.3. The Relationship between Strategy-related Factors and Business Performance	263
5.33. The Relationship between Strategy-related Factors, Company Size and Business Performance	276
6.5. The Relationship between Strategy-related Factors, Government Assistance and Business Performance	279
6.6. Implications of the Study	281
6.7. Contributions of the Study	287

6.8.	Limitations of the Study and Recommendation for Future Research	292
6.9.	Conclusion	294

<b>REFERENCES</b>	297
-------------------	-----

<b>APPENDICES</b>	336
-------------------	-----

APPENDIX A – Test of Response Bias	337
APPENDIX B – Factor and Reliability Analysis	339
APPENDIX C – Analyses of Outliers	367
APPENDIX D – Tests of Normality	373
APPENDIX E – Tests of Linearity	380
APPENDIX F – Test of Multicollinearity	383
APPENDIX G – Descriptive Statistics	384
APPENDIX H – Analysis of Variance (ANOVA)	385
APPENDIX I – Analysis of Correlation	389
APPENDIX J – Analysis of Simple Regression	391
APPENDIX K – Analysis of Stepwise and Multiple Regression	398
APPENDIX L – Analysis of Hierarchical Multiple Regression	402
APPENDIX M – Indonesian Version Questionnaire	409
APPENDIX N – Endorsement Letter	422

## LIST OF TABLES

Table		
3.1	Seven major classification of Financial Ratios by Pinches et al., (1975)	75
5.33	Hypotheses in relation to the Strategy-related Factors and Business Performance	117
3.3	Hypotheses in regards to Company Size as the Moderating Factor	118
5.34	Hypotheses in regards to Government Assistance as the Moderating Factor	119
5.17.	Measures of financial performance on previous studies of Corporate Turnaround	135
4.2.	List of question items to measure Business Performance	139
4.3.	List of question items to measure the Debt Restructuring Strategy	141
4.4.	List of question items to measure the Cost Reduction Strategy	144
4.5.	List of question items to measure the Operating-Asset Reduction Strategy	146
4.6.	List of question items to measure the Portfolio-Asset Divestment Strategy	148
4.7.	List of question items to measure the Portfolio-Asset Investment Strategy	149
5.32.	List of question items to measure the Changes in Product Offering Strategy	151
4.9.	List of question items to measure the Changes in Market Entry Strategy	153
4.10.	List of question items to measure the factor of Government Assistance	157
5.33.	Comparison in number of samples among studies of Corporate Turnaround	175
5.2.	Demographic Profile of the Respondents	176

5.3.	Profile of Companies According to the Products	178
5.4.	Demographic Profiles of the Company	179
5.37.	Company Profile According to Size and Number of Workers	180
5.6.	Independent Sample t-test for Response Bias	181
5.7.	Results of Factor Analysis & Reliability Analysis of DV	185
5.8.	Results of Factor Analysis & Reliability Analysis of Debt Restructuring Strategy	186
5.9.	Results of Factor Analysis & Reliability Analysis of Cost Reduction Strategy	188
5.33.	Results of Factor & Reliability Analysis of Operating-Asset Reduction Strategy	190
5.36.	Results of Factor & Reliability Analysis of Portfolio-Asset Divestment Strategy	192
5.37.	Results of Factor & Reliability Analysis of Portfolio-Asset Investment Strategy	193
5.38.	Results of Factor Analysis & Reliability Analysis of Changes in Product Offering Strategy	194
5.39.	Results of Factor & Reliability Analysis of Changes in Market Entry Strategy	196
5.40.	Results of Factor Analysis & Reliability Analysis of Government Assistance	197
5.16.	Summary of the Factor Analysis and Reliability Analysis for Each Variable	198
5.33.	Standardized Scores of Maximum & Minimum Value for Each Variable	200
5.18.	Summary of Cases Involving Bivariate and Multivariate Outliers.	201
5.19.	Mean Comparison between Variables With & Without Outliers	202
5.20.	Statistical Result Assessing Univariate Normality	205

5.21.	Results of Test of Linearity	208
5.22.	Collinearity Diagnostics among Predictor Variables	212
5.23.	Descriptive Statistics for Each Individual Variables	213
5.24.	Descriptive Statistics for Each individual Variable according to Size	215
5.25.	Results of Post-hoc Analysis of Variance Comparing Variables between Sizes	218
5.26.	The Result of Bivariate and Partial (Controlling GA) Correlation Analysis	219
5.27.	Hypotheses in relation to the Strategy-related Factors and Business Performance	224
5.28.	Results of Simple Regression Analysis between each Strategy-related Factors (IV) and Business Performance (DV)	225
5.29.	Results of Multiple Regression Analysis of Strategy-related Factors toward Business Performance	227
5.30.	Results of Stepwise Regression Analysis of Strategies-related Factors toward Business Performance	229
5.33.	Summary of the Findings in regards to the Hypotheses Suggesting a Relationship between Strategy-related Factors and Business Performance	231
5.33.	Hypotheses in regards to Company Size as the moderating factor	233
5.33.	Result from the Hierarchical Regression Analysis Measuring the Moderating Effect of Company Size - Large	236
5.34.	Results of Post-hoc Probing of Company Size	239
5.35.	Summary of the Findings in regards to the hypotheses suggesting Company Size as the Moderating Variable	245
5.33.	Hypotheses in regards to Government Assistance as the moderating factor	246
5.33.	Result from the Hierarchical Regression Analysis measuring the Moderating Effect of Government Assistance	249



5.38.	Results of Post-hoc Probing of Government Assistance	252
5.33.	Summary of the Findings in regards to the hypotheses suggesting Government Assistance as the Moderating Variable	257
5.40.	Summary of findings on hypotheses testing	259

## LIST OF FIGURES

### Figure

3.1.	The Conceptual Framework	116
5.1.	Histogram and Normal Probability Plot on Residuals	206
5.2.	Scatterplot Analysis for Testing the Assumption of Homoscedasticity	209
5.34.	The Influence of Size Company – Large, in the relationship between Portfolio-Asset Divestment Strategy and Business Performance	240
5.33.	The Influence of Size Company – Large, in the relationship between Changes in Market Entry Strategy and Business Performance	243
5.34.	The Influence of Government Assistance, in the relationship between Debt Restructuring Strategy and Business Performance	253
5.35.	The Influence of Government Assistance, in the relationship between Changes in Market Entry Strategy and Business Performance	255

## LIST OF ABBREVIATIONS

DV	=	Dependent Variable
IV	=	Independent Variable
MV	=	Moderating variable
CI	=	Confidence Interval
CR	=	Cost Reduction Strategy
AR	=	Operating-Asset Reduction Strategy
AD	=	Portfolio-Asset Divestment Strategy
AI	=	Portfolio-Asset Investment Strategy
PO	=	Changes in Product Offering Strategy
ME	=	Changes in Market Entry Strategy
GA	=	Government Assistance
ZDR	=	Standardized Variable of Debt Restructuring Strategy
ZCR	=	Standardized Variable of Cost Reduction Strategy
ZAR	=	Standardized Variable of Operating-Asset Reduction Strategy
ZAD	=	Standardized Variable of Portfolio-Asset Divestment Strategy
ZAI	=	Standardized Variable of Portfolio-Asset Investment Strategy
ZPO	=	Standardized Variable of Changes in Product Offering Strategy
ZME	=	Standardized Variable of Changes in Market Entry Strategy
$\beta$	=	Beta, Regression Coefficients
VIF	=	Variance Inflation Factor
DSIZE_S	=	Dummy coding for Small-sized category of companies
DSIZE_M	=	Dummy coding for Medium-size category of companies
DSIZE_L	=	Dummy coding for Large-size category of companies

# CHAPTER 1

## INTRODUCTION

This chapter presents the introduction part of the thesis. It begins with the discussion on the background of the topic, followed with research issues and the problem statement. It then proceeds with the research questions and the research objective. The chapter will be ended with discussions on the significance of the study and limitations on the scope of the research.

### **1.1. Background**

Companies are one of major contributors to the national income. Aside from taxes, they provide jobs where many people work, which then pay taxes to the government. Companies also contribute to the foreign exchange when they exported their goods to other countries. Bankrupt companies on the other hand, they no longer contribute anything. They do not pay their taxes, they retrench their workers, which could turn into social and political problems if these people did not find jobs soon. These bankrupt companies also do not pay their loans, which could add problems to the loan institutions (Bunn & Redwood, 2003). Accumulation of these large amounts of non-performing loan in the long term might erode bank's capital and performance, which could further weaken the banking system as a whole (Vlieghe, 2002). In addition, they also do not generate foreign currency since they no longer produce anything.

The contents of  
the thesis is for  
internal user  
only

## REFERENCES

- Aida Ainul Mardiyah & Gudono. (2001). Pengaruh ketidakpastian lingkungan dan desentralisasi terhadap karakteristik sistem akuntansi manajemen. *Jurnal Riset Akuntansi Indonesia*, 4(1), 1-27.
- Aiken, L.S., & West, S.G. (1991). *Multiple regression: Testing and interpreting interactions*. Newbury Park, California: Sage Publication.
- Alchian, A. A. (1950). Uncertainty, evolution and economic theory. *Journal of Political Economy*, 58, 211-221.
- Aldrich, H. E. (1979). *Organization and environments*. Englewood Cliffs, NJ: Prentice Hall.
- Ali, Azeli. (2010, Feb 7). RM15b bantu syarikat bermasalah. *Utusan Malaysia Online*. Retrieved June 21, 2010, from [http://www.utusan.com.my/utusan/info.asp?y=2010&dt=0208&pub=utusan\\_malaysia&sec=Muka\\_Hadapan&pg=mh\\_05.htm&arc=hive](http://www.utusan.com.my/utusan/info.asp?y=2010&dt=0208&pub=utusan_malaysia&sec=Muka_Hadapan&pg=mh_05.htm&arc=hive)
- Altman, Edward I. (1968). Financial ratios, discriminant analysis and the prediction of corporate bankruptcy. *Journal of Finance*, 23, 589-609.
- Amnatcharoenrit, Bamrung. (2003, June 5). Thailand movie distributor expects to see turnaround, profit. *Knight Ridder Tribune Business News*.

- Anderson, D. & Anderson, L. S. A. (2001). *The change leader's roadmap: How to navigate your organization's transformation*. San Francisco: Jossey-Bass/ Pfeiffer.
- Andrews, K. (1987). *The concept of corporate strategy*. Homewood: Irwin
- Ansoff, Igor. (1987). *Corporate strategy*. Hammondsworth : Penguin
- Argenti, J. (1976). *Corporate collapse: The causes and symptoms*. McGraw-Hill.
- Arndt, Michael. (2002, Oct 21). Hot seat at the steel mill: Steve Miller is having a rough time rescuing Bethlehem. *Business Week*.
- Arogyaswamy, K & Yasai-Ardekani, M. (1997). Organizational turnaround: understanding the role of cutbacks, efficiency improvements and investment in technology. *IEEE Transaction on Engineering Management*, 44, 3-11.
- Ayob, Azli. (2006, March 28). MAS kecilkan operasi penerbangan domestik. *Berita Harian*, pp. B1.
- Backman, M. (2001). *Asian eclipse: Exposing the dark side of business in Asia*. Singapore: John Wiley.
- Baker, G. P., & Kennedy, R. E. (2002). Survivorship and the economic grim reaper. *Journal of Law, Economics and Organization*, 18(2), 324-361.

- Balgobin, R., & Pandit, N. (2001). Stages in the turnaround process: The case of IBM UK. *European Management Journal*, 19(3), 301-316.
- Barker, V. L. III., & Barr, P. S. (2002). Linking top manager attributions to strategic reorientation in declining firms attempting turnarounds. *Journal of Business Research*, 55, 963-979.
- Barker, V. L. III., & Duhaime, I. M. (1997). Strategic change in the turnaround process: Theory and empirical evidence. *Strategic Management Journal*, 18, 13-38.
- Barker, V. L. III., & Mone, M. A. (1994). Retrenchment: Cause of turnaround or consequence of decline? *Strategic Management Journal*, 15(5), 395-405.
- Barker, V. L. III., & Mone, M. A. (1998). The mechanistic structure shift and strategic reorientation in declining firms attempting turnarounds. *Human Relations*, 51(10), 1227-1258.
- Barker, V. L. III., & Patterson, P. W. (1996). Top management team tenure and top manager casual attributions at declining firms attempting turnarounds. *Group and Organization Management*, 21(3), 304-336.
- Barnett, H., Greeve, R., & Park, D. Y. (1994). An evolutionary model of organizational performance [Winter special issue]. *Strategic Management Journal*, 15, 11-28.



- Bearden, W.O, Netemeyer, R.G., & Teel, J.E. (1989). Measurement of consumer susceptibility to interpersonal influence. *Journal of Consumer Research*, 15, 473-481.
- Beaver, W. H. (1966). Financial ratios as predictors of failure [Empirical Research in Accounting: Selected Studies supplement]. *Journal of Accounting Research*, 4, 71-111.
- Belcher, T., & Nail, L. (2000). Integration problems and turnaround strategies in a cross border-merger: A clinical examination of the Pharmacia-Upjohn merger. *International Review of Financial Analysis*, 9(2), 219-234.
- Bender, R. (2003). How executive directors' remuneration is determined in two FTSE 350 utilities. *Corporate Governance*, 11(3), 206-217.
- Berk, R. A. (1983). An introduction to sample selection bias in sociological data. *American Sociological Review*, 48(3), 386-398.
- Bhimani, A., & Keshtvarz, H. (1999). British management accountants: Strategically oriented. *Journal of Cost Management*, March/ April, 25-31.
- Bibeault, D. B. (1982). *Corporate turnaround*. New York, NY: McGraw-Hill.

Blalock, G., Gertler, P. G., & Levine, D. I. (2003). Investment following a financial crisis: Does foreign ownership matter? *Working Paper*.

Retrieved June 28, 2010, from

<http://www.iadb.org/res/publications/pubfiles/pubs-215.pdf>

Boyd, C. (2001). HRM in the airline industry: Strategies and outcomes. *Personnel Review*, 30(4), 438-453.

Brandes, O. & Brege, S. (1993). Strategic turnaround and top management involvement: The case of ASEA and ABB. *Blackwell Business*, 91-114.

Brege, S., & Brandes, O. (1993). The successful double turnaround of ASEA and ABB: Twenty lessons. *Journal of Strategic Change*, 2(4), 185-205.

Bremner, B. (1999, Jan 18). A year of fresh disasters? *Business Week*.

Bruch, H., & Sattelberger, T. (2001). Lufthansa's transformation marathon: Process of liberating and focusing change energy. *Human Resource Management*, 40(3), 249.

Bruton, G. D., & Rubanik, Y. T. (1997). Turnaround of high technology firms in Russia: The case of Micron. *Academy of Management Executive*, 11(2), 68-79.

- Bruton, G. D., Ahlstrom, D., & Wan, J. C. C. (2001). Turnaround success of large and mid-sized Chinese owned firms: Evidence from Hong Kong and Thailand. *Journal of World Business*, 36(2), 146-165.
- Bruton, G. D., Ahlstrom, D., & Wan, J. C. C. (2003). Turnaround in East Asian firms: Evidence from ethnic overseas Chinese communities. *Strategic Management Journal*, 24(6), 519-540.
- Bruton, G. D., Oviatt, B. M., & White, M. A. (1994). Performance of acquisitions of distressed firms. *The Academy of Management Journal*, 37(4), 972-989.
- Bunn, P. & Redwood, V. (2003). Company accounts based modeling of business failures and the implications for financial stability. *Bank of England Quarterly Bulletin*, 43(4), 462.
- Burns T., & Stalker, G. M. (1961). *The management of innovation*. London: Tavistock.
- Busenitz, L., W. & Barney, J. B. (1997). Differences between entrepreneurs and managers in large organization: Biases and heuristics in strategic decision making. *Journal of Business Venturing*, 12, 9-30.
- Cameron, K. S., Kim, M. U., & Whetten, D. A. (1987). Organizational effects of decline and turbulence. *Administrative Science Quarterly*, 32, 222-240.

- Cameron, K. S., Sutton, R. I., & Whetten, D. A. (1988). *Readings in organizational decline: Frameworks, research and prescriptions*. Boston: Ballinger.
- Castrogiovanni, G. J., & Bruton, G. D. (2000). Business turnaround processes following acquisitions: Reconsidering the role of retrenchment. *Journal of Business Research*, 48, 25-34.
- Cater, J., & Schwab, A. (2008). Turnaround strategies in established small family firms. *Family Business Review*, 21(1), 31-50.
- Chakravarthy, B. (1986). Measuring strategic performance. *Strategic Management Journal*, 7, 437-458.
- Chakraborty, S., & Dixit, S. (1992). Developing a turnaround strategy – A case study approach. *OMEGA*, 20(3), 345-352.
- Chamberlain, E.H. (1933). *The theory of monopolistic competition*. Cambridge: Harvard University Press.
- Champlin, D. (1998). Toward an ethics of corporate restructuring. *International Journal of Social Economics*, 25(9), 1353-1366.
- Chan, Peng S. (1993). Managing successful turnaround: Lessons from global companies. *Management Decision*, 31, 3.

- Chandler, A. D., Jr. (1962). *Strategy and structure: Chapters in the history of the American Industrial Enterprise*. New York: Anchor Books.
- Chen, Ming-Jer. (2001). *Inside Chinese businesses: A guide for managers worldwide*. Boston, MA: Harvard Business School Press.
- Cheng, J. L. C., & Kesner, I. F. (1997). Organizational slack and response to environmental shifts: The impact of resource allocation patterns. *Journal of Management*, 23(1), 1-18.
- Child, J. (1972). Organizational structure, environment and performance: The role of strategic choice. *Sociology*, 6, 1-22.
- Child, J. (1975). Managerial and organizational factors associated with company performance – part II: A contingency analysis, *The Journal of Management Studies*, 12, 12-27.
- Chou, Catherine. (2000). *Indonesian banks: Survival of the fittest*. Retrieved June 28, 2010, from [http://aric.adb.org/pdf/external/financial\\_market/Indonesia/indo\\_bnk.pdf](http://aric.adb.org/pdf/external/financial_market/Indonesia/indo_bnk.pdf)
- Chowdury, S. D., & Lang, J. R. (1996). Turnaround in small firms: An assessment of efficiency strategies, *Journal of Business Research*, 48, 169-178.

- Chowdury, S. D. (2002). Turnarounds: A stage theory perspective. *Canadian Journal of Administrative Science*, 19(3), 249-266.
- Chui, A. C. W., Lloyd, A. E., & Kwok, C. C. Y. (2002). The determination of capital structure: is national culture a missing piece to the puzzle? *Journal of International Business Studies*, 33(1), 99-127.
- Claessens, S., Djankov, S., & Lang, L. H. P. (2000). The separation of ownership and control in East Asian corporations. *Journal of Financial Economics*, 58, 81-112.
- Clapham, S. E., Schweni, C. R., & Caldwell, C. (2005). CEO perceptions and corporate turnaround. *Journal of Change Management*, 5(4), 407-428.
- Coase, R.H., (1937). The nature of the firm. *Economica*, 4, 386-405.
- Cohen, J. W. (1988). *Statistical power analysis for the behavioral sciences* (2<sup>nd</sup> ed.). New York: Erlbaum.
- Cohen, J., & Cohen, P. (1983). *Applied multiple regression for the behavioral sciences* (2<sup>nd</sup> ed.). Hillsdale, NJ: Lawrence Erlbaum.
- Cohen, J., Cohen, P., West, S.G., & Aiken, L.S. (2003). *Applied multiple regression/ correlation analysis for the behavioral sciences* (3<sup>rd</sup> ed.). Lawrence Erlbaum Assoc, Publishers: Mahwah, New Jersey.

- Cole, A. H. (1959). *Business enterprise in its social setting*. Cambridge: Harvard Business Press.
- Collins, O., & Moore, D. G. (1970). *The organization makers*. New York: Appleton-Century-Crofts.
- Cook, G. A. S., Pandit, N. R., & Milman, D. (2001). Formal rehabilitation procedures and insolvent firms: Empirical evidence on the British company voluntary arrangement procedure. *Small Business Economics*, 17(4), 255.
- Cooper, D. R., & Emory, C. W. (1995). *Business research methods* (5<sup>th</sup> ed.). Irwin.
- Cragg, W. (2002). Business ethics and stakeholder theory. *Business Ethics Quarterly*, 12(2), 113-142.
- Cunnington, B. (1996). The marketing learning identity. *Journal of Consumer Marketing*, 13(5), 56-65.
- D'Aveni, R. (1989). The aftermath of organizational decline: A longitudinal study of the strategic and managerial characteristics of declining firms. *Academy of Management Journal*, 32, 577-605.
- Davis, D. (1996). *Business research for decision making*. Duxbury Press

- Dearden, J. (1969). The case against ROI control. *Harvard Business Review*, 47(3), 124-135.
- Dee Dee, K. J., & Vorhies, D. W. (1998). Retrenchment activities of small firms during economic downturn: An empirical investigation. *Journal of Small Business Management*, 36(3), 46-61.
- DeLisi, P. S. (1998). A modern-day tragedy: The Digital Equipment story. *Journal of Management Inquiry*, 7(2), 118.
- Denrell, J. (2003). Vicarious learning, under sampling of failure, and the myths of management. *Organization Science*, 14(3), 227-243.
- Depew, D. J., & Weber, B. H. (1995). *Darwinism evolving: System dynamics and the genealogy of natural selection*. Cambridge MA: MIT Press
- Dess, G. G., & Robinson, R. B. (1984). Measuring organizational performance in the absence of objective measures: The case of privately-held firm and conglomerate business unit. *Strategic Management Journal*, 5, 265-273.
- Donnelly, T., & Morris, D. (2003). Restructuring Ford Europe. *European Business Review*, 15(2), 77-86.
- Donaldson, L. (2001). *The contingency theory of organization*. United Kingdom: SAGE Publication Inc.



- Drucker, P. F. (1970). Entrepreneurship in business enterprise. *Journal of Business Policy*, 1(1), 3-12.
- Dunne, T., Roberts, M. J., & Samuelson, L. (1989). The growth and failure of US manufacturing plant. *The Quarterly Journal of Economics*, Nov, 671-698.
- Dunstan, B. (2002). Turnaround specialists focus on Australia. *The Australian Financial Review*, 13, 17.
- Dwyer, S., Richard, O. C. & Chadwick, K. (2003). Gender diversity in management and firm performance: The influence of growth orientation and organizational culture. *Journal of Business Research*, 56, 1009-1019.
- Edmondson, G., Tierney, C., Fairlamb, D., Brady, D., Welch, D., & Carlisle, K. (2002, May 13). Running on empty: Fiat auto in dire straits, *Business Week International*, 18.
- Etzel, B. (2002, Sept 23). Just the bankers, not the banks: A troubled Telecom hires street bankers to run the company, not its deals. *The Investment's Dealer Digest (IDD)*.
- Fern, R. H., & Tiggos, M. A. (1988). Controllers as business strategies: A progress report. *Management Accounting*, March, 25-29.

- Finkelstein, S., & Hambrick, D. C. (1990). Top-management team tenure and organizing outcomes: The moderating effect of managerial direction. *Administrative Science Quarterly*, 35, 484-503.
- Finkelstein, S., & Hambrick, D. C. (1996). *Strategic leadership: Top executives and their effects on organizations*. West Publishing Co.
- Finkin, E. F. (1985). Company turnaround. *Journal of Business Strategy*, 5(4), 14-24.
- Fisher, G., Lee, J., & Johns, L. (2004). An exploratory study of company turnaround in Australia and Singapore following the Asia crisis. *Asia Pacific Journal of Management*, 21, 149-170.
- Fisher, F. M., & McGowan, J. J. (1983). On the misuse of accounting rates of return to infer monopoly profits. *American Economic Review*, 73, 82-79.
- Freeman, J., & Hannan, M. T. (1975). Growth and decline processes in organization. *American Sociological Review*, 40, 215-228.
- Freeman, R. (1984). *Strategic management: A stakeholder approach*. Boston, MA: Ballinger.
- Friedman, M. (1962). *Capitalism and freedom*. Chicago, IL: University of Chicago Press.

- Friedman, M. (1970, Sept 13). The social responsibility of business is to increase its profits. *New York Times Magazine*.
- Gadies, O., Pace, S., & Rogers, P. (2003). Successful turnarounds: three key dimensions. *Strategy & Leadership*, 31(6), 41.
- Ganto, J., & Sulaiman, M. (2005, 28-30<sup>th</sup> July). Turnaround strategies and firm performance in Indonesian manufacturing industry. *Proceedings to the 2<sup>nd</sup> International Conference of the Asian Academy of Applied Business*, Padang, Indonesia.
- Gaughan, Patrick A. (2007). *Mergers, acquisitions, and corporate restructuring* (4<sup>th</sup> ed.). New York: John Wiley & Sons.
- George, J. (2003, Jan 10). Health firm completes bond deal. *Philadelphia Business Journal*.
- Gerwin, D. (1979). Relationships between structure and technology at the organizational and job levels. *The Journal of Management Studies*, 16, 70-79.
- Gilbert, X., & Strebel, P. (1988). Strategies to outpace the competition. *Journal of Business Strategy*, 8, 28-36.
- Gilson, S. C. (1989). Management turnover and financial distress. *Journal of Financial Economics*, 5(4), 241-262.

- Gilson, S. C. (1990). Bankruptcy, boards, banks and bondholders – Evidence on changes in corporate ownership and control when firms default. *Journal of Financial Economics*, 27, 355-387.
- Gilson, S. C. (2001). *Creating value through corporate restructuring: Case studies in bankruptcies, buyouts, and breakups*. John Wiley & Sons, Inc.
- Gimeno, J., Folta, T. B., Cooper, A. C., & Woo, C. Y. (1997). Survival of the fittest? Entrepreneurial human capital and the persistence of underperforming firms. *Administration Science Quarterly*, 42(4), 750-783.
- Goddard, L. (1993). *Corporate intensive care: Why business fail and how to make them succeed*. Kuala Lumpur: York Publishing Co.
- Goldenberg, D. I. (2000). Shareholder value debunked. *Strategy & Leadership*, 30-36.
- Goldstein, A. S. (1995). *The business doctor: How to turn your headache business into a debt-free money machine!* Garret Publishing Inc.
- Goldston, M. R. (1992). *The turnaround prescription: Repositioning troubled companies*. Macmillan: The Free Press.
- Goodman, S. J. (1982). *How to manage a turnaround*. New York: The Free Press.

- Gopal, R. (1991). Turning around sick companies – The Indian experience. *Long Range Planning*, 4, 79-83.
- Greenbank, P. (2001). Objective setting in the micro-business. *International Journal of Entrepreneurial Behavior & Research*, 7(3), 108-127.
- Griffin, R. W. (1999). *Management* (6<sup>th</sup> ed.). Boston, NY: Houghton Mifflin Company.
- Hamid, Hafizahril. (2009, May 10). Menyelamatkan syarikat bankrap. *Utusan Malaysia Online*. Retrieved June 21, 2010, from [http://www.utusan.com.my/utusan/info.asp?y=2009&dt=0510&pub=utusan\\_malaysia&sec=Rencana&pg=re\\_12.htm&arc=hive](http://www.utusan.com.my/utusan/info.asp?y=2009&dt=0510&pub=utusan_malaysia&sec=Rencana&pg=re_12.htm&arc=hive)
- Hair, J. F., Jr., Anderson, R. E., Tatham, R. L., & Black, W. C. (1998). *Multivariate data analysis* (5<sup>th</sup> ed.). New Jersey: Prentice-Hall International Inc.
- Hair, J. J. Jr., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. L. (2006). *Multivariate data analysis* (6<sup>th</sup> ed). New Jersey: Prentice Hall.
- Hambrick, D. C. (1981). Environment, strategy and power within top management teams. *Administrative Science Quarterly*, 26(2), 253-275.

- Harker, M., & Harker, D. (1998). The role of strategic selling in the company turnaround process. *Journal of Personal Selling and Sales Management*, 18(2), 55-67.
- Harker, M. (2001). Market manipulation: A necessary strategy in the company turnaround process? *Qualitative Market Research*, 4(4), 197-206.
- Harrod, R. F. (1939). Price and cost in entrepreneur's policy. *Oxford Economic Papers*, 2, 1-11.
- Heckmen, J. J. (1979). Sample selection bias as a specification error. *Econometrica*, 47(1), 153-161.
- Hellriegel, D., Jackson, S. E. & Slocum, J. W., Jr., (1999). *Management* (8<sup>th</sup> ed.). Ohio: South-Western College Publishing.
- Henderson, B. D. (1989). The origins of strategy. *Harvard Business Review*, 139-143.
- Herzog, B. (2002, Jan 6). Portland, Ore-based YoCream posts double-digit gains for 2002. *Knight Ridder Tribune Business News*.
- Hofer C.W. (1975). Toward a contingency theory of business strategy. *Academy of Management Review*, 18, 784-810.

Hofer, C.W. (1980). Turnaround strategies. *Journal of Business Strategy*, 1, 19-31.

Hornby, W. B. (1995). Economics and business, the theory of the firm revisited: A Scottish perspective. *Management Decision*, 33(1), 33-41.

Hossari, G., & Rahman, S. (2005). A comprehensive formal ranking of the popularity of financial ratios in multivariate modeling of corporate collapse. *Journal of American Academy of Business*, 6(1), 321-327.

Hurst, D. K. (1995). *Crisis & renewal: Meeting the challenge of organizational change*. Boston, Mass: Harvard Business School Press.

Imberman, Woodruff. (2000, May-June). Growing a lily society: The case of a nonprofit turnaround. *Business Horizon*.

Jaccard, J., & Turrisi, R. (2003). *Interaction effects in multiple regression* (2<sup>nd</sup> ed.). Sage University paper Series on Quantitative Applications in the Social Sciences, 07-072. Thousand Oakes, CA: Sage.

Japsen, B. (2003, Mar 27). Chicago tribune inside health care column. *Knight Ridder Tribune Business News*.

Jauch, L. C. & Glueck, W. F. (1988). *Business policy and strategic management* (5<sup>th</sup> ed.). McGraw-Hill.

Jayaseelan, R. (1998, April) Tough time for builders. *Malaysian Business*.

Jayasankaran, S. (1999, Jul 28). Shock, horror. *Far Eastern Economic Review*, 162, 27.

Jenkins, W. (2005). Competing in times of evolution and revolution. *Management Decision*, 43(1), 26-37.

Jensen, M. C., & Meckling, W. H. (1976). Theory of the firm: Managerial behavior, agency cost and ownership structure. *Journal of Financial Economics*, 3(4), 305-360.

John, K., Lang, L. H. P. & Netter, J. (1992). The voluntary restructuring of large firms in response to performance decline, *Journal of Finance*, July, 891-917.

Johnson, G. (1992). Managing strategic change – strategy, culture and action. *Long Range Planning*, 25(1), 28-36.

Kaiser, H. (1974). An index of factorial simplicity. *Psychometrika*, 35, 401-415.

Kao, J. (1993). The world wide web of Chinese business. *Harvard Business Review*, 71(2), 24-36.



- Katz, H. C., Batt, R. & Keefe, J. H. (2003). The revitalization of CWA: Integrating collective bargaining, political action and organizing. *Industrial and Labor Relations Review*, 56(4), 573-589.
- Keasey, K.. & Watson, R. (1993). *Small firm management*. Oxford: Blackwell
- Khairuddin, H. M. (2005). *Strategic management*. Singapore: Thomson Learning
- Khalil, E. L. (2000). Survival of the most foolish of fools: The limits of the evolutionary selection theory. *Journal of Bioeconomics*, 2, 203-220.
- Kinnear. P. R., & Gray, C. D. (2009). *SPSS 16 made simple*. Aberdeen: Psychology Press.
- Kirchoff, B. (1977). Organization effectiveness measurement and policy research. *Academy of Management Review*, 2, 7-11.
- Kim, L.. & Lim, Y. (1988). Environment, generic strategies and performance in a rapidly developing country: A taxonomic approach. *Academy of Management Journal*, 31, 802-827.
- Kiechel, W., III. (1984). Sniping at strategic planning. *Planning Review*, 8-11.
- Klein, S. (2003). The natural roots of capitalism and its virtues and values. *Journal of Business Ethics*, 45(4), 387.

- Kow, G. (2004). Turning around business performance: Part II. *Journal of Change Management*, 4(4), 281.
- Lantos, G. P. (2001). The boundaries of strategic corporate responsibility. *Journal of Consumer Marketing*, 18(7), 595-632.
- Latham, Scott. (2009). Contrasting strategic response to economic recession in Start-up versus Established software firms. *Journal of Small Business Management*, 47(2), 180-201.
- Lawrence, P. R. & Lorsch, J. W. (1967). Differentiation and integration in complex organization. *Administrative Science Quarterly*, 12, 1-47.
- Lee, C. S. (1999, Aug 26). Battle of wills. *Far Eastern Economic Review*, 162(34).
- Lei, D., Capon, N., Hulbert, J. M., & Farley, J. U. (1994). Corporate diversification, strategic planning and performance in large multiproduct firms. *Journal of Strategic Marketing*, 2, 85-111.
- Lightfoot, W. (2003). Multi-channel mistake: The demise of successful retailer. *International Journal of Retail & Distribution Management*, 31, 220.
- Lindblom, C. E. (1959). The science of muddling through. *Public Administration Review*, 19(2), 79-88.

Lynch, R. (2000). *Corporate strategy* (2nd ed.). Prentice Hall.

Lynch, R. (2003). *Corporate strategy* (3rd ed.). Prentice Hall.

Manning, M. (2003, Mar 28). Allen to buy Comcast's stake in charter for US\$ 725 Million. *St. Louis Business Journal*.

Marler, J. H., Milkovich, G. T. & Yanadori, Y. (2002). Organization-wide broad-based incentives: Rational theory and evidence. *Proceedings of the Academy of Management*.

Marshall, A. (1949). *Principles of economics: An introductory volume* (8<sup>th</sup> ed.). Basingstoke and London: Macmillan.

Martin, G., & Riddell, T. (1996). The wee outfit that decked IBM: Manufacturing strategic change and leadership in the cash. *Strategic Change*, 5(1), 3-25.

Mata, J., & Portugal, P. (1994). Life duration of new firms. *The Journal of Industrial Economics*, 42, 227-245.

Merriden, T. (2000). A turnaround in progress. *Management Review*, 89(1), 24.

Michael, S. C., & Robbins, D. K. (1998). Retrenchment among small manufacturing firms during recession. *Journal of Small Business Management*, 36(3), 35-45.

- Miesing, P., & Preble, J. F. (1985). A comparison of five business philosophies. *Journal of Business Ethics*, 4, 465.
- Miles, R. H. (1997). *Leading corporate transformation: A blueprint for business renewal*. San Francisco: Jossey-Bass.
- Miller, D. (1988). Relating Porter's business strategies to environment and structure: Analysis and performance implications. *Academy of Management Journal*, 31, 280-308.
- Miner, J. B. (1984). The validity and usefulness of theories in an emerging organizational science. *Academy of Management Review*, 9, 296-306.
- Mintzberg, H., Ahlstrand, B., & Lampel, J. (1998). *Strategy safari: The complete guide through the wilds of strategic management*. Prentice Hall.
- Mintzberg, H. & Waters, J. A. (1982). Tracking strategy in an entrepreneurial firm. *Academy of Management Journal*, 25(3), 465-499.
- Mintzberg, H. & Waters, J. A. (1985). Of strategies, deliberate and emergent. *Strategic Management Journal*, 6, 257-272.
- Mueller, G. C., & Barker III, L. V. (1997). Upper echelons and board characteristics of turnaround and non turnaround declining firms. *Journal of Business Research*, 39, 119-134.
- Mullich, J. (1998, Oct 19). AMS rebounds. *Information Week*.

Muraldihar, S. (2003, Jan 26). Revival package for steel industry: The catch is in the interest rate: The three steel manufacturers in the restructuring scheme have welcomed the attempt, but are peeved with the interest rates fixed. *Businessline*.

Murmann, J. P., Aldrich, H. E., Levinthal, D., & Winter, D. G. (2003). Evolutionary thought in management and organization theory at the beginning of the new millenium. *Journal of Management Inquiry*, 12(1), 22-40.

Murray, A. I. (1988). A contingency view of Porter's "Generic Strategies". *Academy of Management Review*, 13(3), 390-400.

Nantha, F.C. (1998, Oct 10). Renong move to curb cheap sale to aliens. *New Strait Times*.

Nelson, R. R., & Winter, S. J. (1982). *An evolutionary theory of economic change*. Cambridge, MA: Harvard University Press.

Netemeyer, R. G., Boles, J. S., & McMurrian, R. (1996). Development and validation of work-family conflict and family-work conflict scales. *Journal of Applied Psychology*, 81(4), 400-410.

Nohria, N., & Gulati, R. (1996). Is slack good or bad for innovation? *Academy of Management Journal*, 39, 1245-1264.

- Nystrom, P. C., & Starbuck, W. H. (1984). To avoid organizational crisis, unlearn. *Organizational Dynamics*, 12(4), 53-65.
- Nueno, P. (1993). *Corporate turnaround: A practical guide to business survival*. London: Kogan Page Ltd.
- Nunnally, J.O. (1978). *Psychometric theory*. New York : McGraw-Hill.
- Obermiller, C., & Spangenberg, E. R. (1998). Development of a scale to measure consumer skepticism toward advertising. *Journal of Consumer Psychology*, 7(2), pp. 159-186.
- O'Connor, K. (2006). Management style of a newly appointed leader in a turnaround context. *Irish Journal of Management*, 27(1), 111-144.
- O'Neill, H. M., Rondinelli, D. A., & Wattanakul, T. (2004). Ownership and its impact on coping with financial crisis: Differences in state-, mixed-, and privately-owned enterprises in Thailand. *Asia Pacific Journal of Management*, 21, 49-74.
- O'Neill, H. M. (1986). Turnaround and recovery: What strategy do you need? *Long Range Planning*, 19(1), 80 – 88.

- Oswald, L. J. (1998). Shareholders v. stakeholders: Evaluating corporate constituency statues under the takings clause. *Journal of Corporation Law*, 24(1), 1.
- Palich, L. E. & Bagby, R. D. (1995). Using cognitive theory to explain entrepreneurial risk-taking: Challenging conventional wisdom. *Journal of Business Venturing*, 10, 425-438.
- Pallant, Julie. (2007). *SPSS survival manual: A step by step guide to data analysis using SPSS for Windows* (3<sup>rd</sup> ed.). Open University Press: Berkshire, England.
- Pandit, N. R. (2000). Some recommendations for improved research on corporate turnaround. *Management*, 3(2), 31-56.
- Pant, L. W. (1991). An investigation of industry and firm structural characteristics in corporate turnarounds. *Journal of Management Studies*, 28(6), 623 – 643.
- Parker, M. (2003, Apr 12). Corrus faces fresh blow in debt crisis. *Northern Echo*.
- Paul Raj, A. (2002, Jan 11). TRI a top 3 pick among money managers. *Business Times*.
- Pearce, J. A., II., & Robbins, K. (1993). Toward improved theory and research on business turnaround. *Journal of Management*, 19(3), 613-636.

- Pearce, J. A., II., & Robbins, K. (1994). Retrenchment remains the foundation of business turnaround. *Strategic Management Journal*, 15(5), 407-417.
- Pinches, G. E., Eubank, A. A., Mingo, K. A., & Caruthers, J. K. (1975). The hierarchical classification of financial ratios. *Journal of Business Research*, 3(4), 295-310.
- Puffer, S. M., (1999). Continental Airlines' CEO Gordon Bethune on teams and new product development. *Academy of Management Executive*, 13(3), 28.
- Quinn, J. B. (1978). Strategic change: Logical incrementalism. *Sloan Management Review*, Fall, 7 – 21.
- Rajkumar, D. (2003, Feb 26). Inventory pile-up, credit problem – FACT advances annual shutdown. *Businessline*.
- Rappaport, A. (1986). *Creating shareholder value: New standards for business performance*. New York: The Free Press.
- Rasheed, Howard S. (2005). Turnaround strategies for declining small business: The effects of performance and resources. *Journal of Developmental Entrepreneurship*, 10(3), 239-252.
- Ridu, J. (2008, Apr 16). Reinventing Bank Islam. *Malaysian Business*.



- Reedwood, S., Goldwasser, C. & Street, S. (1999). *Action management: Practical strategies for making your corporate transformation a success*. Canada: John Wiley & Sons.
- Robbins, K., & Pearce II, A. J. (1992). Turnaround: recovery and retrenchment. *Strategic Management Journal*, 13, 287-309.
- Robinson, J., (1933). *The economics of imperfect competition*. London : MacMillan.
- Rogers, P., Pace, S., & Wilson, P. (2002). Making change stick. *European Business Journal*, 14(1), 2.
- Rose, C. D. (2003, Jan 25). University of California San Diego Medical Centre names new Chief Executive. *Knight Ridder Tribune Business News*.
- Ross, S. A. (1973). The economic theory of agency: The principal's problem. *American Economic Review*, 62(2), 134-139.
- Sammut-Bonnici, T., & Wensley, R. (2002). Darwinism, probability and complexity: Market-based organizational transformation and change explained through the theories of evolution. *International Journal of Management Reviews*, 4(3), 291-315.

Santoso, A. S., Sarita, B., Sulaiman, M., & Shahnnon, S. (2005, 28-30<sup>th</sup> July).

Market structure, moral hazard and bank performance of Indonesian banking before the Asian financial crisis. *Proceedings to the 2<sup>nd</sup> International Conference of the Asian Academy of Applied Business, Padang, Indonesia.*

Saxe, R., & Weitz, B.A. (1982). The SOCO sale: A measure of the customer orientation of salespeople. *Journal of Marketing Research*, 19(2), 385-417.

Schendel, D., & Patton, G. R. (1976). Corporate stagnation and turnaround. *Journal of Economic and Business*, 28, 236-241.

Schendel, D., Patton, G. R. & Riggs, J. (1976). Corporate turnaround strategies: A study of profit, decline and recovery. *Journal of General Management*, 33, 3-11.

Schoonhoven, C.B. (1981). Problems with contingency theory: Testing assumptions hidden within the language of contingency theory. *Administrative Science Quarterly*, 26, 349-377.

Schumpeter, J. (1934). *The theory of economic development*. Cambridge MA: Harvard University Press.

- Schumpeter, J. (1947). The creative response in economic history. *Journal of Economic History*, Nov, 149-159.
- Sekaran, U. (1992). *Research methods for business: A skill – building approach* (2<sup>nd</sup> ed.). New York: John Wiley & Sons.
- Sekaran, U. (2000). *Research methods for business: A skill – building approach* (3<sup>rd</sup> ed.). New York: John Wiley & Sons.
- Sen, S. K. (2002, Nov 4). Government passes IFCI bailout buck to shareholders. *Businessline*.
- Shapiro, D. & Khemani, R. S. (1987). The determinants of entry exit and reconsidered. *International Journal of Industrial Organization*, 5(1), 15-26.
- Sharfman, M. (1998). On the advisability of using CEOs as the sole informant in strategy research. *Journal of Managerial Issues*, 10(3), 373-392.
- Sharifuddin, R. L. (2005, May 30). IPTS Bumiputera gulung tikar. *Utusan Malaysia*, 1.
- Shazly, M. R. E., & Butts. R. J. (2002). In quest of profits: Legal and ethical implications facing Microsoft. *International Journal of Social Economics*, 29(5), 346-355.

Shivkumar, C. & Gangopadhyay, A. (2003, Mar 28). More bank IPOs likely next fiscal. *Businessline*.

Sim, A. B. (1991). Turnaround for small business – a synthesis of determinants for action research, with reference to Malaysia. *Malaysian Management Review*, 26(3), 15-22.

Sim, A. B. (2009). Contextual perspectives of turnaround in Malaysian firms. *Asia Pacific Business Review*, 15(2), 199-216.

Siti Maimon Hj Kamso, W. R., Poon, J., & Agus, A. (1988). Corporate turnaround in the manufacturing sector of Malaysia. *Malaysian Management Review*, 23(1).

Siti Maimon Hj. Kamso, W. R. (1999). Strategic management options in Malaysian financial crisis: Turning around companies. *Proceedings to the 3<sup>rd</sup> Asian Academy of Management Conference, Kuala Lumpur, Malaysia*.

Slater, R. (1999). *Saving Big Blue: Leadership lessons and turnaround tactics of IBM's Lou Gerstner*. McGraw-Hill.

Slatter, S. (1984). *Corporate recovery: Successful turnaround strategies and their implementation*. Singapore: Penguin Books.

Slatter, S., & Lovett, D. (1999). *Corporate turnaround: Managing companies in distress*. England: Penguin Books.

- Smith, F., Wright, A., & Huo, Y. P. (2008). Scapegoating only works if the herd is big: Downsizing, management turnover, and company turnaround. *International Journal of Business Strategy*, 8(3), 72-83.
- Stacey, R. (1992). *Managing chaos: Dynamic business strategies in unpredictable world*. London: Kogan Page.
- Starbuck, W. H., Greve, A., & Hedberg, B. L. T. (1978). Responding to crisis. *Journal of Business Administration*, 9(2), 111-137.
- Steel, R. P., Tennings, K. R., Mento, A. J. & Hendria, W. K. (1992). Effects of perceived decision – making influence on labor relations and organizational outcomes, *Group and Organization Management*, 17, 24–43.
- Stevenson, H. H., & Gumpert, D. E. (1985). The heart of entrepreneurship. *Harvard Business Review*, March – April, 85-94.
- Stillman, T. (2003). Introduction: Mc Donald's in question. the limits of the mass market. *The American Behavioral Scientist*, 47(2), 107.
- Storey, D. (1994). *Understanding the small business sector*. London: Routledge
- Sudarsanam, S., & Lai, J. (2001). Corporate financial distress and turnaround strategies: An empirical analysis. *British Journal of Management*, 12, 183-199.

- Sulaiman, M., Ali, R., & Ganto, J. (2005). Causes of decline and turnaround strategies of Kuala Lumpur Stock Exchange Companies. *The Business Review*, 4(1), 226-233.
- Sun, Michael. (2002, Jan 29). KLCI may hit 800 points. *New Straits Times – Management Times*. Malaysia.
- Tabachnick, B.G., & Fidell, L.S. (2007). *Using multivariate statistic* (5th ed.). Boston: Pearson Education.
- Takizawa, Y., & Yamashita, F. (2010, Jan 10). ‘Flexibility’ critical to JAL bailout. *The Yomiuri Shimbun*. Retrieved June 21, 2010, from <http://www.asianewsnet.net/news.php?sec=2&id=9490>
- Taylor, Robert. (1999, May). Back from the Abyss. *Banker*, 149 (879).
- Time dotcom to turnaround in three years. (2005, June 1<sup>st</sup>). *The Star*, p. 9.
- Thompson, A. A. Jr., & Strickland III, A. J. (2001). *Crafting and executing strategy: Text and readings*. McGraw-Hill Irwin.
- Timmons, J. (1999). *New venture creation: Entrepreneurship for the 21<sup>st</sup> Century*. Burr Ridge: Irwin.
- Torrance, Anna. (2004). Implementing a turnaround at Mitsubishi. *Strategic Direction*, 20(4), 7.

- Tosi, H. L. Jr., & Slocum, J. W. Jr. (1984). Contingency theory: Some suggested direction. *Journal of Management*, 10, 9-26.
- Tsurumi, Y., & Tsurumi, H. (1997). Japanese – American joint restructuring of National Steel Corporation. *Managerial and Decision Economics*, 18, 87-100.
- Tushman, M., & Romanelli, E. (1985). Organizational evolution: A metamorphosis model of convergence and reorientation. *Research in Organizational Behavior*, 7, 171-222.
- Tvorik, S. J., Boissoneau, R., & Pearson, N. (1998). Performance parameters as indicators of success and predictors of failure in strategic management. *Journal of Professional Service Marketing*, 17(2), 41-67.
- Umbreit, W.T. (1996). Fairmont Hotel's turnaround strategy. *Cornell Hotel and Restaurant Administration Quarterly*, August, 50-57.
- Vaz, P. (1996). The turnaround in BT's payphone business. *Long Range Planning*, 29(1), 24-29.
- Venkatraman, N., & Ramanujam, V. (1986). Measurement of business performance in strategy research: A comparison of approaches. *Academy of Management Review*, 11(4), 801-814.

- Venkatraman, N., & Ramanujam, V. (1987). Measurement of business economic performance: An examination of method convergence. *Journal of Management*, 13(1), 109-122.
- Venkatraman, N., & J. H. Grant. (1986). Construct measurement in organizational strategy research: A critique and proposal. *Academy of Management Review*, 11, 71-87.
- Villa, John. (2003, Apr 20<sup>th</sup>). Following the dollars on the corporate compensation trail. *Video Store Magazine*.
- Vlieghe, Gertjan W. (2002). Indicators of fragility in the UK corporate sector. *Bank of England Quarterly Bulletin*, 42(1), 87.
- Wagner, W. G., Pfeffer, J., & O'Reilly, C.A. (1984). Organizational demography and turnover in top management groups. *Administrative Science Quarterly*, 29, 74-92.
- Wallace, N.D., Worrel, D.L., & Cheng, L. (1990). Key executive succession and stockholder wealth: The influence of successor's origin, position and age. *Journal of Management*, 16, 647-664.
- Walsh, Ciaran. (1996). *Key management ratios*. Prentice Hall.



- Wan, C. C. (1998). International diversification, industrial diversification, and firm performance of Hong Kong MNCs. *Asia Pacific Journal of Management*, 15, 205-218.
- Widianto, B., & Choesni, A. (1999). *Indonesia: The impact of the economic crisis on industry performance*. Unpublished Working Paper.
- Wittelooostuijn, A. (1998). Bridging behavioral and economic theories of decline: Organizational inertia, strategic competition, and chronic failure. *Management Science*, 44(4), 501-519.
- Weston, J. F., Chung, K. S., & Siu, J. A. (1998). *Takeovers, restructuring and corporate governance* (2<sup>nd</sup> ed.). New Jersey: Prentice Hall.
- Whitehead, Mark. (1999, Sept 16). Rover's return. *People Management*, 5(18).
- Wilks, Neil. (2002, Dec 11). Winding up to winding down. *Professional Engineering*.
- Wrapp, H. E. (1967). Good managers don't make policy decisions. *Harvard Business Review*, Sept-Oct, 91-99.
- Wren, Daniel A. (2001). Henri Fayol as strategist: A nineteenth century corporate turnaround. *Management Decision*, 39(5/6), 475.

- Xia, Y., Qiu, Y., & Zafar, Ahmed U. (2007). The impact of firm resources on subsidiary's competitiveness in emerging markets: An empirical study of Singaporean SME's performance in China. *The Multinational Business Review*, 15(2), 13-40.
- Yoon, Lisa. (2003, April, 15). World.Com-er, MCI tries for a clean slate with a new finance chief, restructuring specialist Robert Blakely. *CFO.com*.
- Young, M. N., Ahlstrom, D., Bruton, G. D., & Chan, E.S. (2001). The resource dependence, service and control functions of Boards of Directors in Hong Kong and Taiwanese firms. *Asian Pacific Journal of Management*, 18, 223-244.
- Zaichkowsky, J. L. (1985). Measuring the involvement construct. *Journal of Consumer Research*, 12, 341-352.
- Zaichkowsky, J. L. (1994). The personal involvement inventory: Reduction, revision, and application to advertising. *Journal of Advertising*, 23, 59-70.
- Zikmund, W. G. (1997). *Business research methods* (5<sup>th</sup> ed.). Fort Worth: Harcourt Brace College Publishers.
- Zikmund, W. G. (2000). *Business research methods* (6<sup>th</sup> ed.). Fort Worth: Harcourt Brace College Publishers.

Zimmerman, Frederick M. (1989). Managing a successful turnaround. *Long Range Planning*, 22(3), 105-124.